

Goal 10: Effective Management

EPA will maintain the highest-quality standards for environmental leadership and for effective internal management and fiscal responsibility by managing for results.

Background and Context

The programs under this Goal are designed to deliver services that enable EPA program offices to make results-based decisions and meet environmental protection goals in a cost-effective manner. Sound leadership, proactive management of human resources, policy guidance, innovation, quality customer service, consultation with stakeholders, results-based planning and budgeting, fiscal accountability, and careful stewardship of our resources provide the foundation for everything EPA does to advance the protection of human health and the environment.

Developing and carrying out these policies and services is accomplished through focus on front-line customer services and measuring results. EPA routinely consults and coordinates with industries, communities and other customers and partners to identify emerging issues and develop strategies to meet shared objectives. In addition, work under this goal ensures that EPA's management systems and processes are supported by independent evaluations that promote operational integrity and program efficiency and effectiveness, allowing us to obtain the greatest return on taxpayer investments.

Activities under this goal support the full range of Agency activities for a healthy and sustainable environment and include the following areas:

- Effective vision and leadership;
- Results-based planning and budgeting;
- Fiscal accountability;
- Quality customer service;
- Professional development of the Agency workforce;
- Independent evaluation of Agency programs;
- Investment in core infrastructure;
- Streamlined business processes;
- Program integrity;
- Management of human resources; and
- Performance-based procurement.

EPA's strategy for providing effective management specifically addresses the major challenges facing the Federal government as a whole. EPA's management objectives align closely with the President's Management Agenda:

- *Strategic Management of Human Capital:* The Agency's Human Capital Action Plan will build on the work we have accomplished for FY 2002 and plan for FY 2003, and implement several new initiatives, including: a mechanism to recruit and retain talented researchers; a program to attract desirable skills and competencies through a multi-media approach; and, targeted electronic recruitment that links with one of the leaders in private-sector electronic recruitment.
- *Improved Financial Performance:* To further strengthen grants management, EPA is developing a long-term strategic plan. The Agency's five-year Strategic Plan for Grant's Management will focus on: developing a skilled grants management workforce; promoting grant competition; enhancing the Agency's oversight program; and improving accountability, coordination and resource management of grants. The Agency continues to make significant progress on the replacement of its aging financial management systems, and will focus on completing the Agency payroll implementation plan, making recommendations for replacing EPA's integrated financial management system, and developing desk-top access to key cost accounting and performance information.
- *Competitive Sourcing:* EPA has worked diligently to implement the Agency's Competitive Sourcing Action Plan and received a "green" Executive Scorecard progress score from OMB. To sustain this progress, EPA has formed an Agency-wide team to adopt an ongoing, strategic approach to Competitive Sourcing. In FY 2004, the full-time, senior team members will benchmark best practices, identify candidate positions for competition or conversion, and provide suggestions to better align future Federal Activity Inventories with the Competitive Sourcing process.
- *Budget and Performance Integration:* EPA received a "green" Executive Scorecard progress score from OMB, and the Agency will continue improving the quality of its performance goals and measures and restate them more closely to environmental outcomes across its goals. In FY 2004, the Agency will develop new sources of performance data, improve the quality and usability of existing data sources, and develop tools to set strategic priorities and track performance.

- *E-Government:* The Agency's financial systems modernization initiative, which is framed by the Agency's Enterprise Architecture development efforts, is being designed to make maximum use of enabling technologies for e-Government, including e-Grants, e-Procurement, e-Payroll, and e-Travel. (See Goal 7 for the full discussion of the Agency's strategy for e-government issues.)

Means and Strategy

The Agency will continue to provide vision, leadership, policy and oversight for all its programs and partnerships. It will employ management strategies to advance the protection of human health and the environment. Strategies that cut across all organizational boundaries and are imperative to performing the Agency's mission are:

- Developing partnerships with stakeholders to ensure mutual goals are met;
- Committing to manage human resources; foster diversity; and work to secure, develop, empower, and retain talented people to accomplish the Agency's environmental mission;
- Promoting energy efficiency and Green procurement, and, maintaining a safe, healthy, and productive work environment for EPA employees;
- Implementing streamlined systems and processes in grants and contracts/management;
- Promoting cost-effective investment in environmental protection and public health through sound stewardship and responsible results-based management. EPA works to achieve this goal through keeping pace with technological change, meeting accounting standards, consulting with customers and stakeholders, and improving delivery of services;
- Providing responsive and accountable management;
- Assessing management challenges and program risks identified by Congress, oversight agencies, EPA's Office of Inspector General (OIG) and state and Tribal partners; and
- Recognizing the special vulnerability of children to environmental risks and facilitating the intensified commitment to protect children.

In FY 2004, the Agency will continue its emphasis on the implementation of the Human Capital Action Plan. In addition to improving current programs, new initiatives in FY 2004 include a focused program to recruit and retain talented

researchers; a pilot outreach and recruiting program to attract desirable skills and competencies and carried out through a multi-media approach; and, targeted electronic recruitment that links with one of the leaders in private-sector electronic recruitment. These efforts support the President's Management Agenda and provide a comprehensive approach to managing human capital.

In continuing to provide a quality work environment that is energy conscious and values employee safety and security, the Agency will implement repair and improvement projects at several EPA facilities. These facilities provide the tools essential to research innovative solutions for current and future environmental problems and enhance our understanding of environmental risks. In FY 2004, EPA's goals in this area are aimed at reducing energy consumption at its facilities by encouraging the use of new and advanced technologies and energy savings performance contracts.

The Agency will ensure a high level of integrity and accountability in the management of grants and contracts to protect Federal funds from waste, fraud, and abuse so taxpayers receive the full benefit of the government's investment in environmental protection. In FY 2004, the EPA will focus on strengthening grants management by improving monitoring and auditing of grants management activities, which will strengthen the Agency's ability to ensure that grantees comply with both administrative and programmatic grant requirements. These efforts support the President's Management Agenda for Improved Financial Performance.

By building on the success of its integrated planning, budgeting, and accountability processes and initiatives, EPA promotes the implementation of the Government Performance and Results Act (GPRA) to ensure sound stewardship of Agency fiscal resources. As part of this effort, the Agency is improving its capabilities to use performance data and other information to make cost-effective investments for environmental results. EPA collaborates extensively with partners and stakeholders to forge the partnerships required for shared approaches to meeting the challenges of GPRA. EPA consults with internal customers on fiscal management services to meet their needs for timeliness, efficiency and quality.

Audit, evaluation, investigative, and advisory products and services contribute to effective management by facilitating the accomplishment of the Agency's mission. Specifically, audits, evaluations, and advisory services lead to improved economy, efficiency, and effectiveness in EPA business practices and assist in the accomplishment of environmental goals. Investigations detect and deter fraud and other improprieties which undermine the integrity of EPA programs and resources. All OIG work is focused on the anticipated value it will have on influencing resolution of the Agency's major management challenges, reducing risk, improving management and program operations, and saving

taxpayer dollars while leading to the attainment of EPA's strategic goals.

The Agency will continue its commitment to protect children's health by targeting resources towards activities that will ensure that the decisions and actions taken by the Agency consider risks to children, including working to develop sound scientific information to provide the basis for these decisions and actions. The Agency will also provide policy direction and guidance on equal employment opportunity and civil rights. The Agency's Administrative Law Judges and its Environmental Appeals Board Judges will issue decisions on administrative complaints and environmental adjudications, respectively, in a timely manner.

External Factors

EPA would be affected by limited availability of environmental data required to measure results and make decisions relating resources to results.

The ability of the Office of Inspector General to accomplish its annual performance goals is dependent, in part, on external factors. Indictments, convictions, fines, restitutions, civil recoveries, suspensions, and debarments are affected by the actions of others (e.g., the Department of Justice). In addition, the prosecutive criteria established within various jurisdictions (e.g., dollar thresholds) can affect the number of investigative cases

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Resource Summary
(Dollars in thousands)

	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Effective Management	\$443,458.1	\$460,815.7	\$468,826.6	\$8,010.9
Provide Leadership	\$47,027.5	\$49,850.6	\$51,380.5	\$1,529.9
Manage for Results Through Services, Policies, and Operations.	\$176,749.8	\$201,230.9	\$198,525.6	(\$2,705.3)
Provide Quality Work Environment.	\$166,878.6	\$156,141.5	\$162,127.5	\$5,986.0
Provide Audit, Evaluation, and Investigative Products and Services	\$52,802.2	\$53,592.7	\$56,793.0	\$3,200.3
Total Workyears	2,009.9	1,942.2	1,890.9	-51.3

Objective 1: Provide Leadership

Provide vision, national and international leadership, executive direction, and support for all Agency programs.

Resource Summary (Dollars in Thousands)

	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Provide Leadership	\$47,027.5	\$49,850.6	\$51,380.5	\$1,529.9
Environmental Program & Management	\$47,027.5	\$49,850.6	\$51,380.5	\$1,529.9
Total Workyears	306.4	311.4	310.6	-0.8

Key Program (Dollars in Thousands)

	FY 2002 Enacted	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Administrative Law	\$2,684.0	\$2,869.8	\$2,930.3	\$60.5
Childrens Health, Program Development and Coordination	\$6,099.0	\$6,670.9	\$6,710.4	\$39.5

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	FY 2002 Enacted	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Civil Rights/Title VI Compliance	\$10,143.6	\$11,770.7	\$12,113.8	\$343.1
Environmental Appeals Boards	\$1,667.3	\$1,737.7	\$1,774.8	\$37.1
Executive Support	\$3,113.0	\$3,121.2	\$3,178.5	\$57.3
	FY 2002 Enacted	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Facilities Infrastructure and Operations	\$5,226.9	\$4,492.7	\$4,646.6	\$153.9
Immediate Office of the Administrator	\$4,175.9	\$4,343.7	\$4,413.9	\$70.2
Intergovernmental Relations - OA	\$2,167.4	\$2,292.7	\$2,447.3	\$154.6
Legal Services	\$3,979.2	\$4,360.4	\$4,528.7	\$168.3
Management Services and Stewardship	\$405.1	\$430.6	\$315.4	(\$115.2)
Regional Management	\$7,546.5	\$7,760.2	\$8,320.8	\$560.6

Statutory Authority

Administrative Procedure Act
Civil Rights Act of 1964, Title VI
Civil Rights Act of 1964, Title VII

Objective 2: Manage for Results Through Services, Policies, and Operations.

Demonstrate leadership in managing for results by providing the management services, administrative policies, and operations to enable the Agency to achieve its environmental mission and to meet its fiduciary and workforce responsibilities and mandates.

Resource Summary (Dollars in Thousands)

	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Manage for Results Through Services, Policies, and Operations.	\$176,749.8	\$201,230.9	\$198,525.6	(\$2,705.3)
Environmental Program & Management	\$147,699.4	\$164,431.9	\$169,323.4	\$4,891.5
Hazardous Substance Superfund	\$28,207.5	\$35,352.7	\$27,899.6	(\$7,453.1)
Leaking Underground Storage Tanks	\$663.6	\$1,194.4	\$1,073.3	(\$121.1)
Oil Spill Response	\$6.2	\$53.2	\$52.5	(\$0.7)
Science & Technology	\$173.1	\$198.7	\$176.8	(\$21.9)
Total Workyears	1,325.3	1,243.1	1,181.2	-61.9

Key Program (Dollars in Thousands)

	FY 2002 Enacted	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Environmental Finance Center Grants (EFC)	\$2,000.0	\$2,000.0	\$2,000.0	\$0.0
Facilities Infrastructure and Operations	\$50,675.0	\$54,819.0	\$55,131.4	\$312.4
Legal Services	\$4,614.5	\$4,964.6	\$5,136.0	\$171.4
Management Services and Stewardship	\$63,826.6	\$67,328.8	\$86,300.8	\$18,972.0
Planning and Resource Management	\$56,295.3	\$62,791.1	\$44,830.9	(\$17,960.2)
Public Access	\$1,429.0	\$0.0	\$0.0	\$0.0
Regional Management	\$8,934.6	\$7,725.1	\$3,380.5	(\$4,344.6)
Regulatory Development	\$1,608.0	\$1,602.3	\$1,746.0	\$143.7

Annual Performance Goals and Measures

Strengthen EPA's Management

- In 2004 Strengthen EPA's management services in support of the Agency's mission while addressing the challenges included in the President's Management Agenda
- In 2003 Strengthen EPA's management services in support of the Agency's mission while addressing the challenges included in the President's Management Agenda
- In 2002 EPA prepared and submitted its FY 2001 financial statements and received a clean audit opinion.

Performance Measures:

	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	Units
Agency's audited Financial Statements and Annual Report are submitted on time.	Goal Met			Statement s/Rpt.

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Performance Measures:	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	Units
EPA's audited Financial Statements receive an unqualified opinion and provide information that is useful and relevant to the Agency and external parties.	Goal Met			Finan statement
Cumulative number of Agency offices using the workforce planning model which identifies skills and competencies needed by the Agency for strategic recruitment, retention and development planning.		5	10	Offices
Percentage of total eligible service contracting dollars obligated as performance based in FY2003.		30	40	Percent
Agency audited Financial Statements are timely, and receive an unqualified opinion.		1	1	Finan statement

Baseline: The Agency's audited FY 2004 Financial Statements will be submitted on time to OMB and receive an unqualified opinion. Based on FY 2002 performance baselines are: zero for number of Agency offices using the workforce planning model and 20% for performance-based contracts.

Verification and Validation of Performance Measures

Performance Measure: Number of Agency offices using the workforce planning model which identifies skills and competencies needed by the Agency for strategic recruitment, retention and developmental training.

Performance Database: No database. Agency staff track manually.

Data Source: Agency staff.

QA/QC Procedures: N/A

Data Quality Review: N/A

Data Limitations: N/A

New/Improved Data or Systems: N/A

Performance Measure: Agency's audited Financial Statements are timely and receive an unqualified opinion.

Performance Database: N/A

Data Source: OMB acknowledgement of receipt of financial statements, OIG audit report.

QA/QC Procedures: OCFO management review, OIG audit

Data Quality Review: OIG audit

Data Limitations: N/A

New/Improved Data or Systems: N/A

Performance Measure: Percentage of total eligible service contracting dollars obligated as performance based.

Performance Database: The Integrated Contracts Management System (ICMS), which has an identifier to show which contracts are performance based and the dollars associated with it.

Data Source: Agency personnel inputs data into ICMS.

QA/QC Procedures: N/A

Data Quality Review: N/A

Data Limitations: N/A

New/Improved Data or Systems: ICMS was updated in order to track this performance measure.

Statutory Authority

Federal Manager's Financial Integrity Act (1982)

The Chief Financial Officers Act (1990)

The Prompt Payment Act (1982)

The Government Performance and Results Act (1993)

Government Management Reform Act (1994)

Inspector General Act of 1978 and Amendments of 1988

Title 5 United States Code

Annual Appropriations Act

EPA's Environmental Statutes, and the Federal Grant and Cooperative Agreement Act

Federal Acquisition Regulations (FAR), contract law, and EPA's Assistance Regulations 40CFR Parts 30, 31, 35, 40, 45, 46, 47)

Clinger-Cohen Act

Paperwork Reduction Act

Freedom of Information Act

Computer Security Act

Privacy Act

Electronic Freedom of Information Act

Comprehensive Environmental Response, Compensation and Liability Act

Objective 3: Provide Quality Work Environment.

Effectively conduct planning and oversight for building operations and provide employees with a quality work environment that considers safety, new construction, and repairs and that promotes pollution prevention within EPA and with our state, tribal, local, and private partnerships.

Resource Summary (Dollars in Thousands)

	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Provide Quality Work Environment.	\$166,878.6	\$156,141.5	\$162,127.5	\$5,986.0
Building and Facilities	\$30,452.8	\$42,918.0	\$42,918.0	\$0.0
Environmental Program & Management	\$87,460.4	\$80,105.9	\$84,328.9	\$4,223.0
Hazardous Substance Superfund	\$23,917.0	\$21,608.3	\$23,368.3	\$1,760.0
Leaking Underground Storage Tanks	\$954.3	\$1,018.4	\$1,021.4	\$3.0
Oil Spill Response	\$541.4	\$451.9	\$451.9	\$0.0
Science & Technology	\$23,552.7	\$10,039.0	\$10,039.0	\$0.0
Total Workyears	18.5	15.4	27.2	11.8

Key Program (Dollars in Thousands)

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	FY 2002 Enacted	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Facilities Infrastructure and Operations	\$58,464.4	\$100,221.3	\$101,513.8	\$1,292.5
Homeland Security-Protect EPA Personnel/Infrastructure	\$30,040.0	\$19,000.0	\$19,288.0	\$288.0
Legal Services	\$140.2	\$150.6	\$157.2	\$6.6
Management Services and Stewardship	\$61,807.7	\$8,974.0	\$12,097.7	\$3,123.7
Regional Management	\$18,807.3	\$20,416.7	\$27,724.0	\$7,307.3
Regional Program Infrastructure	\$6,132.2	\$6,032.1	\$0.0	(\$6,032.1)
Superfund Remedial Actions	\$1,346.8	\$1,346.8	\$1,346.8	\$0.0

Annual Performance Goals and Measures**Energy Consumption Reduction**

In 2004 By 2004, EPA will achieve a 16% energy consumption reduction from 1990 in its 21 laboratories which is in line to meet the 2005 requirement of a 20% reduction from the 1990 base. This includes Green Power purchases.

Performance Measures:	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	Units
Cumulative percentage reduction in energy consumption (from 1990).			16	Percent

Baseline: In FY 2000, energy consumption of British Thermal Units (BTUs) per square foot is 320,000 BTUs per square foot.

Verification and Validation of Performance Measures

Performance Measure: Cumulative percentage reduction in energy consumption in EPA's 21 laboratories from the 1990 base.

Performance Database: No database. Agency staff track manually.

Data Source: Agency staff.

QA/QC Procedures: Agency staff/contractor review utility bills from laboratories.

Data Quality Review: Agency staff/contractor review utility bills.

Data Limitations: N/A

New/Improved Data or Systems: N/A

Statutory Authority

Federal Manager's Financial Integrity Act (1982)

The Chief Financial Officers Act (1990)

The Prompt Payment Act (1982)

The Government Performance and Results Act (1993)

Government Management Reform Act (1994)

Inspector General Act of 1978 and Amendments of 1988

Title 5 United States Code

Annual Appropriations Act

EPA's Environmental Statutes, and the Federal Grant and Cooperative Agreement Act

Federal Acquisition Regulations (FAR), contract law, and EPA's Assistance Regulations (40CFR Parts 30, 31, 35, 40, 45, 46, 47)

Clinger-Cohen Act

Paperwork Reduction Act

Freedom of Information Act

Computer Security Act

Privacy Act

Electronic Freedom of Information Act

Comprehensive Environmental Response, Compensation and Liability Act

Objective 4: Provide Audit, Evaluation, and Investigative Products and Services

Provide audit, evaluation, and investigative products and advisory services resulting in improved environmental quality and human health.

Resource Summary (Dollars in Thousands)

	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Provide Audit, Evaluation, and Investigative Products and Services	\$52,802.2	\$53,592.7	\$56,793.0	\$3,200.3
Environmental Program & Management	\$6,587.0	\$4,290.0	\$5,233.2	\$943.2
Hazardous Substance Superfund	\$10,984.9	\$13,977.7	\$14,752.1	\$774.4
Inspector General	\$35,230.3	\$35,325.0	\$36,807.7	\$1,482.7
Total Workyears	359.7	372.3	371.9	-0.4

Key Program (Dollars in Thousands)

	FY 2002 Enacted	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Assistance Agreement Audits	\$2,000.0	\$0.0	\$0.0	\$0.0
	\$2,900.0	\$0.0	\$0.0	\$0.0

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	FY 2002 Enacted	FY 2003 Pres. Bud.	FY 2004 Request	FY 2004 Req. v. FY 2003 Pres Bud
Assistance Agreement Investigations				
Contract Audits	\$5,200.0	\$0.0	\$0.0	\$0.0
Contract and Procurement Investigations	\$3,100.0	\$0.0	\$0.0	\$0.0
Employee Integrity Investigations	\$1,000.0	\$0.0	\$0.0	\$0.0
Facilities Infrastructure and Operations	\$5,673.2	\$5,243.6	\$6,129.5	\$885.9
Financial Statement Audits	\$4,000.0	\$0.0	\$0.0	\$0.0
Investigations	\$0.0	\$9,469.6	\$10,527.2	\$1,057.6
Management Services and Stewardship	\$402.2	\$282.1	\$525.7	\$243.6
Planning and Resource Management	\$0.0	\$0.0	\$116.5	\$116.5
Planning, Analysis, and Results - IG	\$6,286.0	\$0.0	\$0.0	\$0.0
Program Audits	\$4,900.0	\$0.0	\$0.0	\$0.0
Program Evaluation - IG	\$15,000.0	\$0.0	\$0.0	\$0.0
Program Evaluations/Audit	\$0.0	\$38,597.4	\$39,494.1	\$896.7
Program Integrity Investigations	\$1,500.0	\$0.0	\$0.0	\$0.0

*Annual Performance Goals and Measures***Fraud Detection and Deterrence**

*U.S. Environmental Protection Agency**FY 2004 Annual Plan*

In 2004 Improve Agency management and program operations by making 160 recommendations, identifying savings, recoveries, and fines, and reducing risks or loss or integrity through 50 criminal, civil, or administrative actions, 80 actions for better business practices and a 150 percent return on investment.

Performance Measures:	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	Units
Number of business recommendations, improved business practices, and judicial, administrative, or other actions.			290	Actions
Return on the annual dollar investment in the OIG			150	Percent

Baseline: In FY 2002, the OIG established a baseline of 270 business recommendations, improved business practices, and judicial, administrative or other actions for improving Agency management; and a 100% potential dollar return on the investment in the OIG from savings and recoveries.

Audit and Advisory Services

In 2004 Improve environmental quality and human health by identifying 90 environmental recommendations, risks, and best practices; contributing to the reduction of 25 environmental risks, and 70 actions influencing positive environmental or health impacts.

In 2003 Improve environmental quality and human health by identifying 80 environmental recommendations, risks, and best practices; contributing to the reduction of 20 environmental risks, and 60 actions influencing positive environmental or health impacts.

In 2002 The OIG is promoting partnering relationships across governmental entities for collaborative goal setting planning performance measurement evaluation & resource sharing for greater economies of scale. For example, the OIG in collaboration w/PCIE produced an Environmental compendium, a web enabled.

Performance Measures:	FY 2002 Actuals	FY 2003 Pres. Bud.	FY 2004 Request	Units
Number of environmental risks reduced.		20	25	Risks
Number of environmental actions.	116	60	70	Improvements
Number of recommendations, risks, and best practices identified.	18	80	90	Recommendations

Baseline: In FY 2002, the OIG established a baseline of 75 recommendations, best practices and risks identified contributing to improved Agency environmental goals; and the reduction of 15 environmental risks.

Verification and Validation of Performance Measures

Number of actions for environmental improvement, reductions in environmental risks, and recommendations for environmental improvement.

Number of actions for improvement in business practices, criminal/civil/administrative actions, potential dollar return, and recommendations for improved business practices.

Performance Database: The OIG Performance Results and Measurement System is used to capture and aggregate information on an array of measures in logic model format, linking immediate outputs with longer term intermediate outcomes and results. Because intermediate and long-term results may not be realized for several years, only verifiable results are reported in the year completed, while others remain prospective until completed and verified. Database measures include numbers of: 1) recommendations for environmental improvement; 2) legislative and regulatory changes; 3) policy, directive, or process changes; 4) environmental risks identified, reduced or eliminated; 5) best practices identified and transferred; and 6) examples of environmental improvement.

Data Source: Designated OIG staff are responsible for entering data into the system. Data are from OIG performance evaluations, audits, research and from EPA data systems and reports and track the extent of environmental improvements, risks reduced or avoided, and best practices transferred as well as certifications of actions taken by EPA officials. OIG also collects independent data from EPA's partners.

Methods, Assumptions and Suitability: OIG performance results are reported in a hierarchy: outputs, intermediate outcomes and better business practices and environmental impacts. All performance measures are categorized and accumulated by type of output, such as recommendations made, and by type of outcome in terms of action taken, such as new/improved procedures adopted or reduction of an operational or environmental risk. By using common categories of performance, absolute and cumulative totals can be summed and trends reported. The OIG can only recommend and influence changes, with no authority to make changes.

QA/QC Procedures: All performance data submitted to the database require at least one verifiable source assuring data accuracy and reliability. Data quality assurance and control are automatically performed as an extension of OIG products and services, subject to rigorous compliance with the Government Auditing Standards of the Comptroller General, and regularly reviewed by OIG management, an independent OIG Management Assessment Review Team, and external independent peer reviews. The statutory mission of the OIG is to conduct independent audits, evaluations, and investigations to promote, among other things, integrity in Agency operations and reporting systems.

Data Quality Reviews: There have not been any previous audit findings or reports by external groups on data or database weaknesses in the OIG Performance Results and Accountability System.

Data Limitations: All OIG staff are responsible for data accuracy in their products and services. However, there is the possibility of incomplete, miscoded, or missing data in the system due to human error. Data supporting achievement of results are often from indirect or external sources, with their own methods or standards for data verification/validation.

Error Estimate: The error rate for outputs is estimated at +/-5%, while the error rate for reported outcomes is estimated to be at least +/-10%.

New/Improved Data or Systems: The OIG developed the Performance Results and Accountability System as a prototype in FY 2001 and anticipates enhancing it in FY 2003 with more sophisticated software designed to improve data collection, retention, and analysis. We expect the quality of the data to improve with greater familiarity with the new system and definition of measures. This system is a best practice in government for linking an array of measures from outputs to eventual results and

impacts. With enhanced linkages to customer satisfaction results and resource investments, it will provide a full balanced scorecard with return on investment information for accountability and decision-making.

References: All OIG non-restricted performance results are referenced in the OIG Performance Results Database with supporting documentation available either through the OIG Web Site or other Agency databases. The OIG Web Site is www.epa.gov/oigearth.

Statutory Authorities

Inspector General Act of 1978, as amended
Chief Financial Officers Act
Government Management Reform Act
Federal Financial Management Improvement Act
Comprehensive Environmental Response, Compensation and Liability Act
Government Information Security Reform Act
Reports Consolidation Act of 2000
Single Audit Act
Food Quality Protection Act